

CONCLUSION

is  
Hera's pragmatic and very much up-to-date project of  
how to substitute the costly and politically rather questionable  
so-called America Houses, continuing this effort of enlighten-  
ment in a subtler and more American way.

Instead of erecting abroad buildings of questionable value  
which may be viewed by the local population, even by some Govern-  
ment circles as a sign of a global Americanization, in the future  
the functions of the America Houses should be taken over by the  
private enterprise, starting with the Hilton Hotel Chain as the  
most wide-spread and qualified just now. This change seems to be  
needed since there will always be people who look upon America  
as the root of all evil, i.e., as an empire which intends to  
eradicate the national and state barriers.

In our days every large scale propaganda effort undertaken  
by the State organs arouses suspicions because of the notorious  
examples of the totalitarian regimes in the not too distant past.  
On the other hand, the American way of life is certainly worth-  
while to be shown abroad in its most hospitable appearance which,  
of course, is through the hotels.

These arguments will support this change in the present  
policy:

(a) This rearrangement would unite the genuinely original  
and hospitable features of America with the most appealing and

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popular ones found in the respective country which the tourist from this and other countries in many cases would like to see in concentrated form and without too great effort. As far as I know such an approach has already been partly applied by the many Hilton hotels built abroad.

(a) A general agreement between the State Department and the Management of the Hilton Hotels could provide for some special rooms or adjacent buildings which would in a nutshell contain the exhibition materials, especially a diversified library, which would otherwise ask for the present America Houses.

(b) As shown further, in the particular case of the Riga Hilton project, the most effective way to present the true picture of America and its free enterprise would be by the combined display of some of the largest private employers of companies here which would participate in sharing the costs. The Government, as such, with its many agencies, would participate here just as one of the employers, thus avoiding to resemble an omnipotent exhibitor of a suspected imperialistic state.

(c) Since there are already some 40 Hilton hotels abroad with a tendency to go up everywhere where there are fertile pre-conditions for mutually profitable deals, such an agreement between the State Department and the Hilton Hotels would considerably diminish the financial burden of the State and instead of

expenditures possibly give even some income (such a profit sharing should be anticipated in the contracts). This country of free enterprise would in this manner also most obviously demonstrate this cornerstone of the U.S.A.

(c) This arrangement probably would not reach the masses of the respective country, but this disadvantage will be counterbalanced by these gains: It will cater to influential people gathered in these places of American hospitality, and the special rooms or adjacent Exhibition buildings would provide the information material in a more live way, and not in a museum-like environment even for the so-called masses.

(d) To the increasing number of Americans going abroad either on Government errands or privately and being tired or feeling lost in a strange country, these establishments would more effectively create a home-like atmosphere and a place to relax.

(e) Such contracts should be made from case to case to avoid the possible monopoly of the Hilton Hotel enterprise and to preserve the other cornerstone of American economy -- the competitive spirit with its fair play and the most profitable solution. As a case sample of this project for the long overdue change in this applied policy of the State Department, here are some suggestions regarding the future Riga Hilton Hotel to be

erected in the center of the region of the cross-country route  
(a similar approach can be easily taken everywhere with the  
proper changes and adaptation to the environment): <sup>1/</sup> The mushroom-  
like building provides a small number of luxury hotel rooms  
and suites, executed in the most up-to-date American building  
"know-how". The top of it contains a two level restaurant with  
a spacious dance floor in the middle of it. The whole concept  
of this building would resemble to the local population a very  
well known species of mushrooms with prosperous connotations.  
A complementary edifice in the form of a horse-shoe would supply  
the necessary display area for a selection of U.S. companies with  
their thoughtful exhibitions (as seen in New York's World Fair  
and elsewhere). The center of it would be occupied by the U.S.  
Information Agency, with the library and the rooms for the  
cultural exhibits of American art, music, theater, motion pictures,  
etc.

The Restaurant space, on the other hand, should be an  
artistic display of the local handicraft and paintings to whet the  
appetite of the tourists and guests for further inquiry and  
travel.

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<sup>1/</sup> See sketch attached.

The whole project intends to create the right-seeing spot of that area - and, as to the Riga town - it will be a sure success, especially because of the dancing floor high above the roofs of the generally five to six story-buildings around. The investment here would not be too great, but the return of good will - considerable.

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P.S. (For the Area Specialist, at the State Department)

The efficient solution of this Riga hotel problem, i.e., its cooperative execution, will once for all pay the most obvious respect to the thesis of Z. A. Meierovics and of my father that Latvia should become the transit country between the East and West - and these preconditions certainly are to be found still there.